Overall, we invest more than 80 cents of every dollar donated on research, education and community outreach to end heart disease and stroke. About 18 cents covers general operating expenses and fundraising costs, including our outside direct telemarketing support, as documented in our annual report, available online, and verified by an independent audit. This aggregated complete picture provides a great view of an organization's good stewardship of the funds entrusted to them.

In regards to InfoCision: Each Association fundraising campaign has different goals, and costs vary depending on the type of campaign. Campaigns to acquire and cultivate new donors, such as the campaign conducted by InfoCision, are costlier than those seeking renewal gifts from previously established supporters. According to the Harvard Business report, the long-term value of outside direct marketing for charities significantly changes that return on investment. That has been our experience, too. This strategy is used by leading nonprofits and is the fastest and least expensive way to personally contact potential new supporters across the country. Acquiring new donors is always much more expensive than requests for continued support.

We are committed to providing our supporters an explanation of our fundraising practices and information about our extraordinary impact as a relentless force for a world of longer, healthier lives. We are proud to have funded more cardiovascular and stroke research than any U.S. organization except the federal government – more than \$4.5 billion since 1949. In part, our efforts train more than 22 million people each year in CPR and have led to many lifesaving advancements that have helped reduce total cardiovascular disease mortality by more than 35 percent since 1999.

- Email statement from Suzanne Grant, spokeswoman for the American Heart Association